

DRAFT

Approved For Release 2003/05/05 : CIA-RDP84-00780R005800130040-3

15 Feb. 72

ENGINEERING MANAGEMENT [COORDINATING] BOARD

1. DEFINITIONS

Engineering. Engineering will imply research, development, test, or engineering work unless otherwise explicitly stated. These Agency activities are frequently referred to as RD&E or R&D. Only a small amount of applied research is conducted, however, and the bulk of the effort, as well as the educational background of most of the officers engaged in this effort, is in engineering.

2. OBJECTIVES

a. New techniques and equipment for collecting, processing, and evaluating intelligence data are vital to CIA, as is the contribution technology can make to communications and the security of intelligence activities. It is essential that RD&E efforts be responsive to the total needs of CIA and that advances be promptly exploited to maintain and improve our technological advantages wherever possible. Although there has been commendable progress in the development of common and effective engineering programs within the Agency, further improvements are desirable to achieve our objectives. In particular,

better coordination can increase our efficiency; preclude duplication in contracts and fragmentation of effort, and otherwise improve over-all Agency performance.

b. Deliberate and conscious efforts must be fostered on the part of all involved to obtain the desired degree of understanding between those engaged in engineering and operations. A process is necessary by which Agency engineering needs can be identified and consolidated into a coordinated plan. Monitoring of all proposed and active engineering programs is required so timely information on the over-all status of the work implementing the plan can be maintained. By centrally coordinating planning and monitoring, Agency talent and facilities may be effectively grouped to exploit our technical expertise and at the same time retain engineering support in close contact with operational elements.

3. MEMBERSHIP

Membership of the Engineering Management [Coordinating] Board, (hereafter referred to as the Engineering Board) will include representatives from all organizational elements engaged in engineering, e.g., ORD, OEL, OSP, OSA, SPS, TSD, FID, OC, and NPIC. A Chairman will

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be appointed by the Executive Director with the advice of the Deputy Directors [the DD/S&T with the advice of the CIA Research and Development Board].

4. POLICY AND PROCEDURES

a. Subject to the approval of the Executive Director [DD/S&T] the Engineering Board shall develop and promulgate such policies and procedures as may be necessary to improve and facilitate the effective and efficient conduct of the Agency engineering program. Particular attention will be given to the development of communications among the engineering elements and the potential user activities to insure that the goals, needs, plans, contract efforts, and results are readily available to all those having a need to know.

b. Working relationships with external agencies shall be developed or maintained in accordance with procedures established by the Engineering Board.

c. In the conduct of the engineering program, both internally and externally, particular attention will be given to contractor relations, and close communications will be maintained with the appropriate representatives of the Office of Logistics, Office of Security, Legal Counsel, and others as may be necessary.

5. GOALS AND OBJECTIVES

The establishment of objectives is the most critical function of leadership and management, and the Agency engineering program must be consistent with, and support the Agency's goals and objectives. Working with such other elements as the Executive Director [DD/S&T] may direct, the Engineering Board will prepare recommendations for the establishment or modification of Agency goals and objectives, and be responsible for assuring that the goals and objectives for engineering are consistent with the Agency's goals and objectives and for promulgating these goals to the engineering elements for planning guidance.

6. SYSTEMS ANALYSIS STAFF

A Systems Analysis Staff shall be established to assist the Engineering Board in the assessment of goals and objectives, the determination of feasibility of proposed engineering projects, and engineering reviews. Particular emphasis will be given to the development of techniques for large scale systems analyses. This will be particularly useful in identifying the full extent of the potential impact of new technical developments on the Agency.

7. PLANNING

a. Intermediate range (5 years) and current fiscal year R&D plans will be maintained and updated on a continuing basis. These plans will be developed for and reviewed by the Engineering Board to identify any deficiencies or overlaps in the Agency's engineering program.

b. The engineering plan will be incorporated, as appropriate, into the program planning and budgeting process. Supplementary representation from PPB and other organizational planning elements will assist the Board in this process.

c. To improve and maintain user/engineering communications, Program Managers will be identified in user organizations to represent significant areas dependent upon engineering support as may be designated by the Executive Director [DD/S&T] e.g., Audio Program Manager, ELINT Program Manager, Program Manager, etc.

d. The DD/S&T shall be the exploratory Program Manager. This program shall be oriented primarily toward exploratory engineering, requirements beyond the intermediate plan, and the immediate exploitation of novel technologies or inventions which may arise from time to time. The

Engineering Board will be responsible for assisting him in identifying such engineering needs and opportunities.

8. BUDGET

Budgetary estimates to support the development of intermediate range and current fiscal year plans will be developed by the organizational units proposing to conduct engineering projects. These estimates will be reviewed and approved [coordinated] by the Engineering Board. Estimates will be prepared to the engineering program subelement level for intermediate range plans, and to the individual project or contract level for current fiscal year plans. Managers of the engineering elements may revise and adjust budget estimates without Engineering Board review in accordance with guidelines which the Engineering Board will promulgate.

9. PROJECT REVIEW

a. Engineering element managers may approve the expenditure of funds for engineering projects to the limit of their funding authority as established by the Executive Director without review or approval of the Engineering Board so long as these projects are consistent with the engineering plan and budget.

b. For all contracts which exceed the engineering element manager's funding authority, the responsible Project Officer shall outline the proposed contract effort for the review and approval of the Review Committee of the Engineering Board prior to contacting any potential contractor(s). This presentation will provide such information as may be specified by the Review Committee, including a brief, explicit description of what the proposed contract is to accomplish, and its relationship to the engineering plan.

c. The Review Committee shall be chaired by the Chairman of the Engineering Board. Members will include a representative from each Directorate selected from the members of the Engineering Board, and the Program Managers or other organizational representatives directly concerned with the ultimate use of the engineering contract or project. Advisors from the Office of Logistics and Office of Security will provide guidance on contracting and security matters.

10. PROGRAM MONITORING

The Engineering Board will monitor the status of all engineering contracts and other engineering activities, and initiate such project reviews as may be desirable in

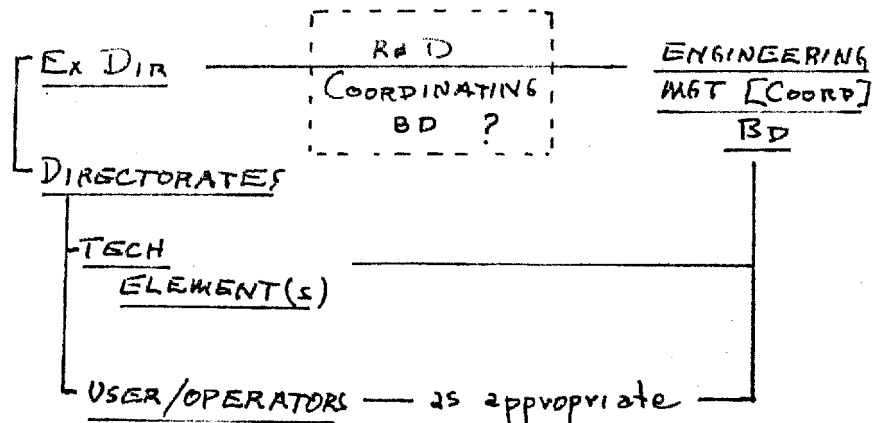
order to develop recommendations for the Executive Director [DD/S&T] to exploit promising programs or terminate unproductive contracts. Final reports on all contracts shall be submitted to the Engineering Board for review and further dissemination as may be appropriate.

11. FACILITIES

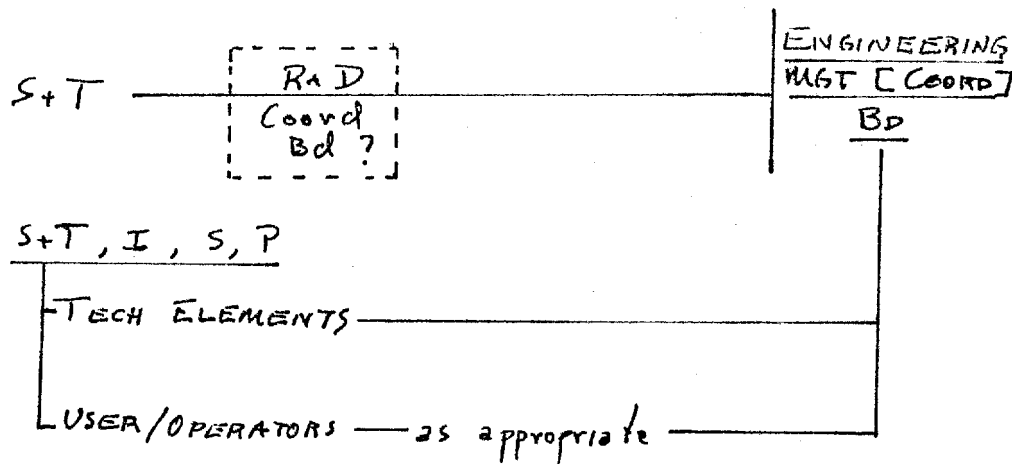
The Engineering Board shall periodically review the requirements for engineering facilities, and develop recommendations for establishing, maintaining, consolidating, or phasing out these facilities as may be appropriate.

12. PERSONNEL

a. The Engineering Board shall constitute a Career Service Panel for all professional engineering employees of the Agency. It shall be the responsibility of the Board to assure that the most effective and efficient use is made of this critical Agency asset consistent with the career objectives of the engineers. In particular, transfers among engineering elements in the organization, and conduct of engineering programs, shall be recommended to assure that, insofar as possible, career opportunities in engineering are independent of the organizational element in which the engineer may be employed, e.g., steps shall be taken, even bussing, to insure equal opportunity.



Engineering mgt. [coord] at ExDir level.
 "non-parochial(?)", but significant shuffling.



Engineering mgt. [coord] at DD/S+T level
 -if mgt, an ADD(E) could chair Engineering Bd

Two (of many) possible operational
 arrangements for mgt. or coordination
 of Agency engineering.

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b. In coordination with the Director of Training, and together with other organizational elements utilizing personnel with scientific and technical backgrounds, immediate and longer range programs for training and education shall be developed to enhance or modify the scientific and engineering skills of these professionals in order to assure the continuation of high competence in essential technical fields.

c. The Office of Personnel shall provide the necessary assistance to the Chairman of the Engineering Board to fulfill this responsibility.

13. ENGINEERING INFORMATION SUPPORT

Contract information, budget, and other automatic data processing and information systems as now exist, or may be developed, shall be responsive to the Chairman of the Engineering Board, and provide such data, or processing, as may be required to support the Engineering Board, and facilitate the dissemination of appropriate engineering information directly to engineering elements, Program Managers, or user activities.